

How CBM is used

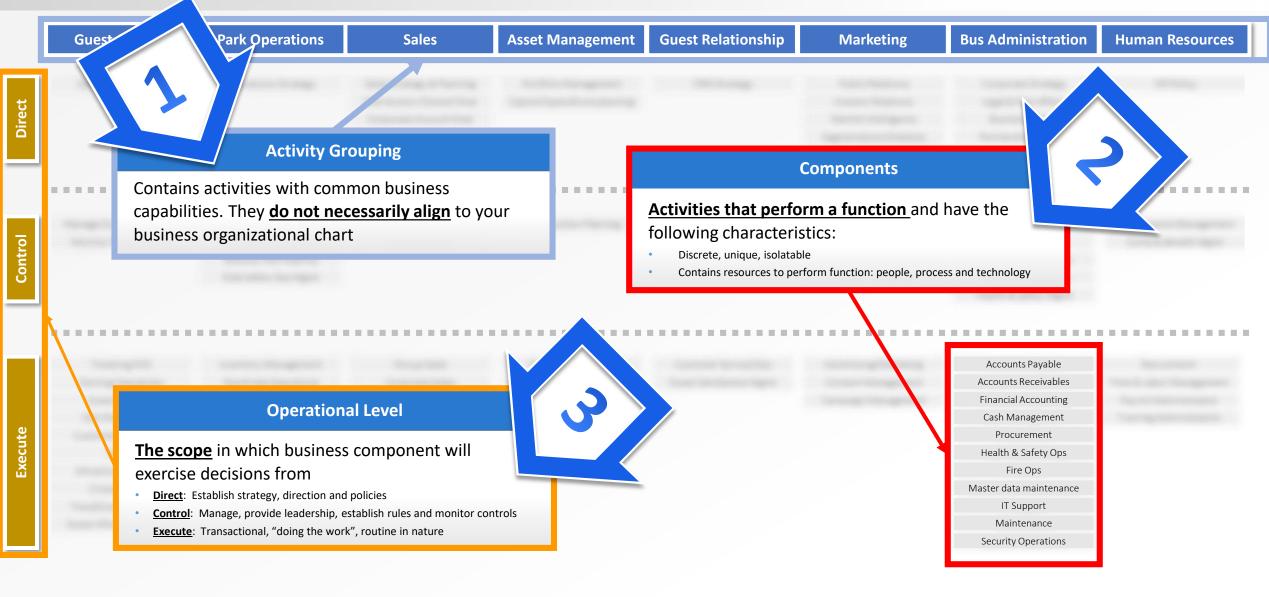
Establishing Governance Program for cross-enterprise initiatives Tiran Dagan



IBM Component Business Model (CBM) ©

	Guest Contact	Park Operations	Sales	Asset Management	Guest Relationship	Marketing	Bus Administration	Human Resources
Direct								an a
Control					M's CBM? oresentation of rise	the		
Execute								

IBM Component Business Model (CBM) ©

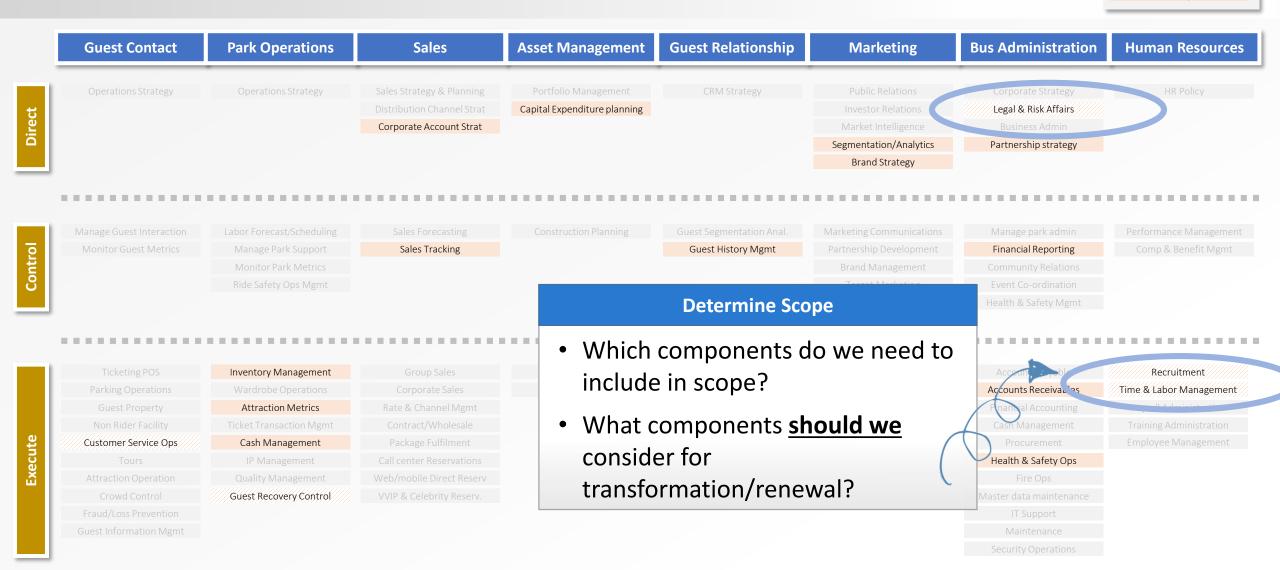


Destination Resort CBM (Partial)

	Cureat Contest	Dauk Onevetiene	Color		Cuest Deletionship	D.d.e.v	leating.	Due Administration	
	Guest Contact	Park Operations	Sales	Asset Management	Guest Relationship	Iviar	keting	Bus Administration	Human Resources
Direct	Operations Strategy	Operations Strategy	Sales Strategy & Planning	Portfolio Management	CRM Strategy		Relations	Corporate Strategy	HR Policy
			Distribution Channel Strat	Capital Expenditure planning			r Relations	Legal & Risk Affairs	
			Corporate Account Strat			Market I	ntelligence	Business Admin	
						Segmentat	ion/Analytics	Partnership strategy	
						Brand	Strategy		
-	Manage Guest Interaction	Labor Forecast/Scheduling	Sales Forecasting	Construction Planning	Guest Segmentation Anal.	Marketing C	ommunications	Manage park admin	Performance Management
5	Monitor Guest Metrics	Manage Park Support	Sales Tracking	C C	Guest History Mgmt	Ū	Development	Financial Reporting	Comp & Benefit Mgmt
Ĕ		Monitor Park Metrics			, 0		anagement	Community Relations	
Control		Ride Safety Ops Mgmt					Marketing	, Event Co-ordination	
		, , , ,				0	0	Health & Safety Mgmt	
_									
				Build a c	ustom CBM				
_				· · ·					
	Ticketing POS	Inventory Management	Group Sale	Nhat is the cor	nat is the complete compone		Marketing	Accounts Payable	Recruitment
	Parking Operations	Wardrobe Operations	corporate st			nugerner	nagement	Accounts Receivables	Time & Labor Management
	Guest Property	Attraction Metrics	Rate & Channel Wight	business model for a theme pa			ark? anagement	Financial Accounting	Payroll Administration
0	Non Rider Facility	Ticket Transaction Mgmt	Contract/Who esale					Cash Management	Training Administration
Ť	Customer Service Ops	Cash Management	Package Fulfilment					Procurement	Employee Management
Execute	Tours	IP Management	Call center Reservations					Health & Safety Ops	
ШĚ	Attraction Operation	Quality Management	Web/mobile Direct Reserv					Fire Ops	
	Crowd Control	Guest Recovery Control	VVIP & Celebrity Reserv.					Master data maintenance	
	Fraud/Loss Prevention							IT Support	
	Guest Information Mgmt							Maintenance	
								Security Operations	

Using CBM for transformation discovery

In scope



Using CBM for transformation discovery

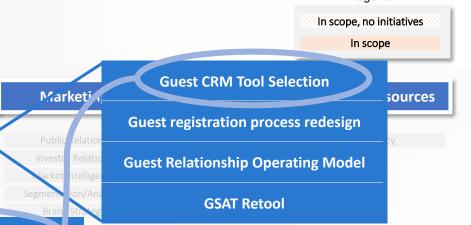
Guest Contact	Park Operations	Sales	Asset Management	Guest Relationship	Marketing	Bus Administration	Human Resourc
Operations Strategy	Operations Strategy	Sales Strategy & Planning	Portfolio Management	CRM Strategy	Public Relations	Corporate Strategy	HR Policy
		Distribution Channel Strat	Capital Expenditure planning		Investor Relations	Legal & Risk Affairs	
		Corporate Account Strat			Market Intelligence	Business Admin	
					Segmentation/Analytics	Partnership strategy	
					Brand Strategy		
Manage Guest Interaction	Labor Forecast/Scheduling	Sales Forecasting	Construction Planning	Guest Segmentation Anal.	Marketing Communications	Manage park admin	Performance Managem
Monitor Guest Metrics	Manage Park Support	Sales Tracking		Guest History Mgmt	Partrarship Development	Financial Reporting	Comp & Benefit Mgn
	Monitor Park Metrics				Brand Management	Community Relations	
	Ride Safety Ops Mgmt				Target Marketing	Event Co-ordination	
			Uncover i	relationships		$\bigcirc \rightarrow$	
			Uncover i	relationships			
Ticketing POS	Inventory Management	Group Sale			Marketing	Accounts Paya e	Recruitment
Ticketing POS Parking Operations	Inventory Management Wardrobe Operations	Corporate Sa	How are any tw		Marketing nagement		
		Corporate S Rate & Channe				Accounts Payae Accounts Receivables Financial Accounting	Time & Labor Manageme Payroll Administration
Parking Operations Guest Property Non Rider Facility	Wardrobe Operations Attraction Metrics Ticket Transaction Mgmt	Corporate S Rate & Channe Contract/Who	How are any tw		nagement	Accounts Payse Accounts Receivables Financial Accounting Cash Management	Time & Labor Manageme Payroll Administration Training Administratior
Parking Operations Guest Property	Wardrobe Operations Attraction Metrics Ticket Transaction Mgmt Cash Management	Corporate Sa Rate & Channe Contract/Who Package Fulfil	How are any tw related?	vo components	nagement	Accounts Paysee Accounts Receivables Financial Accounting Cash Management Procurement	Time & Labor Manageme Payroll Administration Training Administration
Parking Operations Guest Property Non Rider Facility Customer Service Ops Tours	Wardrobe Operations Attraction Metrics Ticket Transaction Mgmt Cash Management IP Management	Corporate Sa Rate & Channe Contract/Who Package Fulfil Call center Rese	How are any tw	vo components	nagement	Accounts Payae Accounts Receivables Financial Accounting Cash Management Procurement Health & Safety Ops	Time & Labor Manageme Payroll Administration Training Administration
Parking Operations Guest Property Non Rider Facility Customer Service Ops Tours Attraction Operation	Wardrobe Operations Attraction Metrics Ticket Transaction Mgmt Cash Management IP Management Quality Management	Corporate Sa Rate & Channe Contract/Who Package Fulfil Call center Rese Web/mobile Dire	How are any tw related? How should the	vo components ey be coordinat	nagement anagement	Accounts Paysee Accounts Receivables Financial Accounting Cash Management Procurement Health & Safety Ops Fire Ops	Time & Labor Manageme Payroll Administration Training Administratior
Parking Operations Guest Property Non Rider Facility Customer Service Ops Tours Attraction Operation Crowd Control	Wardrobe Operations Attraction Metrics Ticket Transaction Mgmt Cash Management IP Management	Corporate Sa Rate & Channe Contract/Who Package Fulfil Call center Rese Web/mobile Dire	How are any tw related?	vo components ey be coordinat	nagement anagement	Accounts Paysee Accounts Receivables Financial Accounting Cash Management Procurement Health & Safety Ops Fire Ops Master data maintenance	Time & Labor Manageme Payroll Administration Training Administratior
Parking Operations Guest Property Non Rider Facility Customer Service Ops Tours Attraction Operation Crowd Control Fraud/Loss Prevention	Wardrobe Operations Attraction Metrics Ticket Transaction Mgmt Cash Management IP Management Quality Management	Corporate S Rate & Channe Contract/Who Package Fulfil Call center Rese Web/mobile Dire VVIP & Celebrity	How are any tw related? How should the How does this i	vo components ey be coordinat information cha	nagement anagement	Accounts Paysee Accounts Receivables Financial Accounting Cash Management Procurement Health & Safety Ops Fire Ops Master data maintenance IT Support	Time & Labor Manageme Payroll Administration Training Administratior
Parking Operations Guest Property Non Rider Facility Customer Service Ops Tours Attraction Operation Crowd Control	Wardrobe Operations Attraction Metrics Ticket Transaction Mgmt Cash Management IP Management Quality Management	Corporate S Rate & Channe Contract/Who Package Fulfil Call center Rese Web/mobile Dire VVIP & Celebrity	How are any tw related? How should the	vo components ey be coordinat information cha	nagement anagement	Accounts Paysee Accounts Receivables Financial Accounting Cash Management Procurement Health & Safety Ops Fire Ops Master data maintenance	Time & Labor Manageme

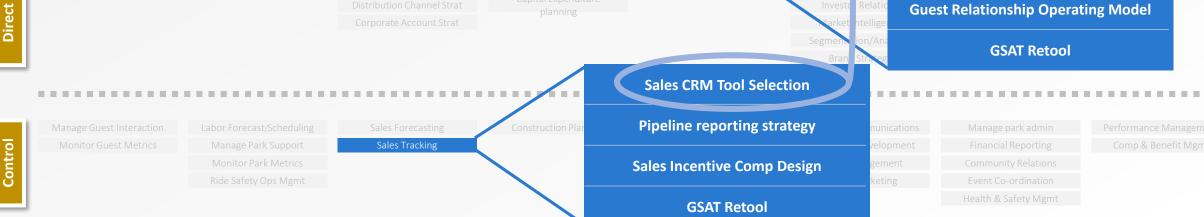
Using CBM for transformation discovery

Sales

Park Operations

Legend





Asset Management

Ticketing POS
Parking Operations
Guest Property
Non Rider Facility
Customer Service Ops
Tours
Attraction Operation
Crowd Control
Fraud/Loss Preventior
Guest Information Mgn

Execute

Guest Contact

	Inventory Management	Group Sales	Real Estate Finance	Customer Service/Ops	Advertising/Marketing	Accounts Payable	Recruitment
ations	Wardraha Operations	Corporato Colos	Accet Tracking	Guest Satisfaction Mgmt	Content Management	Accounts Receivables	Time & Labor Management
erty	Expose Dependencies				Campaign Management	Financial Accounting	Payroll Administration
ility						Cash Management	Training Administration
e Ops						Procurement	Employee Management
	what are th	e project de	pendencies			Health & Safety Ops	
ation	across comp	ononto?				Fire Ops	
	across comp	Jonents				Master data maintenance	
ention						IT Support	
n Mgmt						Maintenance	

Guest Relationship

CRM Strategy

Security Operations

7

Key questions and considerations from CBM view

- Are these the right projects to enable achievement of our strategic objectives?
- Do we understand where there may be functional redundancy or conflict?
- What's the right Governance structure to manage these projects across organizational boundaries?
- How do we maintain visibility and continue to resolve for functional redundancies or conflicts?
- How can we continue to optimize how we are enabling our strategic goals and allocate resources accordingly?
- Who needs to be involved (at the executive, manager & employee levels)?
- Have we allocated sufficient project resources to prepare for & enable the reporting process?
- How do we sustain our Governance approach over the long-term?
- Do we have the resources to run the Governance Program over the long-term?

The challenges of tracking and managing multiple initiatives

Common Challenges

- Lack of coordination across projects and programs allows for functional redundancy or conflict across organizations
- Limited ability to create an integrated view of "in-flight" transformation initiatives
- Multiple priorities from the various projects and programs compete for the attention of leaders
- Demand for enterprise resources results in competition between projects
- Numerous concurrent transformation initiatives impacting the same audiences or stakeholder groups – change fatigue



Benefits of a Purposeful Enterprise Governance Program

- Defined roles, responsibilities and accountabilities of project and program team members, across organizational boundaries
- Strong management investment and sponsorship through charter agreements and steering committees
- Regular cadence meetings to control overall program and individual project progress
- Control over budgeting decisions, and tracking to account for program spending
- Effective creation, maintenance and tracking of work activities across the program of projects
- Proper control mechanisms to allocate resources to critical program implementation tasks
- Defined conflict resolution mechanisms
- Consistently understood performance targets and KPIs
- Clearly articulated issue tracking and resolution processes
- Consequences for missed program targets or goals